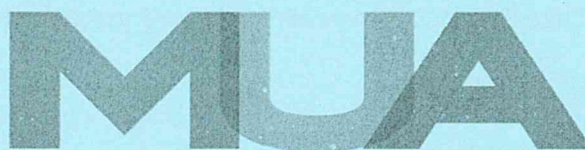


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/
BACHELOR OF COMMERCE

BML 105/ BCM 213: HUMAN RESOURCE MANAGEMENT

DATE: 15TH AUGUST 2016

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

ZUBARU KENYA LTD

Zubaru Kenya Ltd is a motor vehicle assembly company based in Nairobi. The company imports parts and assembles vehicles locally.

At the time of inception of the company ten years ago, it had 30 employees. The workforce in the company now stands at 400 employees.

Recently, the company hired a new General manger but to his surprise he found that the company does not have a Human Resource department. All the Human Resource (HR) issues have traditionally been handled by the top management of the company. The new general manger wondered and remarked 'with this number of workforce, the company can no longer cope without a Human Resource department'

In his first meeting with the management board of the company, the general manger recommended to the board to approve the establishment of HR department which he considered to be important for the company. The board accepted the recommendation and instructed the general manger to get the services of human resource consultant to submit a proposal for establishment of a Human Resource Department. The consultant was required to formulate appropriate Human resource policies for the company.

Required:

- a) Basing your view on the above case, on which basis did the general manager of Zubaru Kenya Ltd find to be the role of Human Resource department in the company? (7 Marks)
- b) Highlight the key issues to be considered by the consultant when formulating the Human resource policy for the company. (8 Marks)
- c) Explain the functions of a human Resource department which may be recommended by the consultant. (10 Marks)

QUESTION TWO

- a) You are a Human Resource Manager in Fair View food manufacturing company. Briefly discuss factors that may affect Human Resource Planning in your company. (7 Marks)

- b) Explain any four challenges facing Human Resource Planning (4 Marks)
- c) State four methods that can be used to measure staff performance in your organization (4 Marks)

QUESTION THREE

- a) Discuss the various types of HR policies an organization can employ (3 Marks)
- b) Explain the Importance of Training & Development in an organization. (4 Marks)
- c) Highlight the advantages and disadvantages of Job Evaluation (8 Marks)

QUESTION FOUR

- a) Explain the merits and demerits of external sources of recruitment. (6 Marks)
- b) Discuss any five methods of recruiting potential candidates from external sources. (5 Marks)
- c) What is Staff Induction (1 Mark)
- d) State any six different types of interviews for selection of potential candidates. (3 Marks)

QUESTION FIVE

- a) Explain two main Factors that influence the determination of compensation or Pay (6 Marks)
- b) Highlight six objectives of Incentives scheme and fringe benefits (3 Marks)
- c) You are a Human Resource Manager in a middle level manufacturing company that is always particular about the employees' performances. You have been assigned to come up with a staff performance management programme. Discuss the five main Stages of Performance Management (6 Marks)

QUESTION SIX

You are a Human Resources Manager in one of the newly established Electronic Company. Some of the challenges facing today's Human Resource managers can be discussed under the following headings:

- ✓ The Internet Revolution
- ✓ Globalization
- ✓ Evolving Work and Family Role
- ✓ Legislation
- ✓ Organizational Restructuring
- ✓ Self-Managed Work Teams
- ✓ Matching People and Organizations
- ✓ Brain Drain
- ✓ The growth of small businesses.
- ✓ Technology
- ✓ Downsizing within a company

a) As a new HR Manager, Briefly discuss in details how any five of the above issues have emerged as some of the challenges in Human Resource Management.

(10 Marks)

b) Discuss at least three Approaches to job design

(3 Marks)

c) State the Principles of Job design

(2 Marks)